

**SECRET**

Approved For Release 2002/05/02 : CIA-RDP83B00823R000600260051-8

17 SEP 1970

MEMORANDUM FOR: Director of Security

SUBJECT : The Office of Security's "Individual Career  
Advancement Program"

1. I have just personally reviewed the ICAP and will immediately ask my Career Board to study it. Let me say first that this is a most encouraging move, and I hope that you will add my compliments and encouragement to yours to [ ] and the Long-Range Planning Group. As you know, I have been hammering on the subject of participation by junior professionals. This Office of Security program, therefore, I think is fine. Whether this particular structure would be feasible in other components would depend on many factors of organizational structure, custom, management philosophy, and so forth. Certainly, however, the concept is valid.

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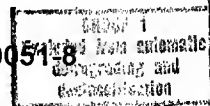
2. What you have undertaken is quite ambitious, and I urge that all involved--yourself, [ ] the Long-Range Planning Group, your Management Advisory Group, and all the young professionals--recognize that to make this work and not founder on individual disappointments will require care, patience, flexibility, and consciousness of the overriding qualities of Agency need. Put in homlier terms, it's not going to be possible to give everybody everything he wants when he wants it. At some point in the progression ladder management judgment will have to be brought to bear in the sense that in spite of the most honest self-evaluation a junior officer or mid-level officer is not always the best judge of his own abilities and best line of development. In this regard, I think the volume of job descriptions can be most useful, particularly if those job descriptions include something about the more ephemeral qualities inherent in the jobs and required of the incumbents. As you know, so often the matching of individual personality characteristics with job circumstances is more important than the matching of technical qualifications to technical demands.

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3. We will be very much interested in following your progress in this program, and I would like to suggest that after a year's operation--after its full implementation--you consider an appraisal

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which you might share with the other Support Office Heads. As we are doing with our Succession Development Program, I think we must test the recipe in our own kitchen before we recommend it to someone else. Again, my compliments to all of those involved for an imaginative attack on an area long overlooked in the Agency.



Robert S. Wattles  
Director of Personnel

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Director of Personnel, 5E-56 HQ x6825

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